Privy Council Office

2017–18

Departmental Plan

The Right Honourable Justin Trudeau
Prime Minister of Canada

Michael Wernick
Clerk of the Privy Council and
Secretary to the Cabinet

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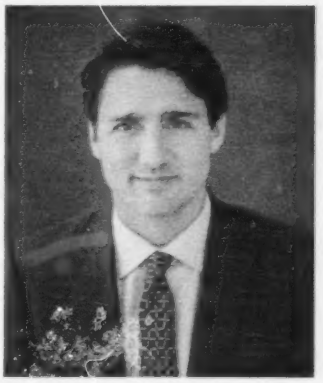
Prime Minister's Message

I am happy to present the Privy Council Office Departmental Plan for 2017–18.



In the pages of this report, you will see what the Privy Council Office plans to do in the coming year, and how it intends to coordinate the implementation of the Government's ambitious agenda to help and grow the middle class, strengthen diversity and give more Canadians the opportunity to succeed.

Over the next year, we will remain focused on bringing about real change for Canadians. We will promote innovation and support opportunities for quality job training and skills development so that more Canadians are better equipped for the jobs of today and tomorrow. We will also invest in social and green infrastructure—including affordable housing and public transit—and continue to develop clean technologies.

In 2017, we will further renew our nation-to-nation relationship with Indigenous Peoples and continue to implement recommendations of the Truth and Reconciliation Commission. We will also continue to collaborate with provinces and territories in a spirit of trust, openness and respect.

At home and abroad, we will promote compassion, peace, diplomacy, and the rights of girls, women, and LGBTQ2 communities. We will seek to further strengthen ties with partners around the world, and will move forward on our global responsibilities on climate change by implementing the Pan-Canadian Framework on Clean Growth and Climate Change.

As we celebrate the 150th anniversary of Confederation, we will help Canadians reflect on our country's past and the boundless possibilities that lie ahead. We will uphold our values of inclusiveness and respect, and continue to work toward a Canada where everyone has a real and fair shot at success.

Finally, we will continue to make the Government of Canada more open and transparent. As promised last year, we have simplified departmental reporting in the federal government so that Canadians can better understand our priorities, the results we are trying to achieve, and how their hard-earned tax dollars will be spent doing so.

I look forward to working hard this coming year with the Privy Council Office and the rest of the Public Service to realize the commitments in this and all departmental plans. We will continue to grow and strengthen the middle class and ensure that Canada's best days lie ahead.

The Right Honourable Justin Trudeau
Prime Minister of Canada

Plans at a glance

In 2017–18, the Privy Council Office (PCO) will:

1. **Provide advice and support to the Prime Minister and portfolio ministers**

   PCO will coordinate consultations and provide professional and non-partisan advice to:
   - Advance the development and implementation of the Government's agenda and priorities, including growth for the middle class, open and transparent government, a clean environment and strong economy, strength in diversity, reconciliation with Indigenous Peoples, and security and opportunity for Canadians;
   - Support the Prime Minister's roles as Minister of Youth and as Minister of Intergovernmental Affairs;
   - Support the Leader of the Government in the House of Commons and the Minister of Democratic Institutions so they can fulfill their respective mandate commitments;
   - Advance the Government's commitment to a results and delivery approach focused on measuring outcomes for Canadians; and
   - Support to the National Inquiry into Missing and Murdered Indigenous Women and Girls.

2. **Advice and support to Cabinet and Cabinet committees**

   PCO will plan, support and coordinate with departments and agencies to:
   - Provide timely, comprehensive and expert analysis and advice in support of the full spectrum of policy and legislative priorities of Cabinet and Cabinet committees; and
   - Implement the E-Cabinet initiative across all departments, agencies and Cabinet committees to make the Cabinet decision-making process more modern and efficient.

3. **Public Service leadership and direction**

   PCO will provide advice, coordination and support to the Clerk and Deputy Clerk to:
   - Provide strategic guidance and coordination of horizontal initiatives;
   - Support senior leaders and advancing the renewal of the Public Service; and
   - Promote a healthy work environment.

4. **Strengthen internal management practices**

   PCO will provide coordination, advice and support to:
   - Continue to enhance security and efficiency of information management and technology and physical infrastructure; and
   - Deliver timely services by improving tools and processes.

For more information on the expected results of these plans, see the "Planned Results" section of this report.

Raison d'être, mandate and role: who we are and what we do

Raison d'être

PCO supports the development and implementation of the Government of Canada's policy and legislative agendas, coordinates responses to issues facing the Government and the country, and supports the effective operation of Cabinet. PCO is led by the Clerk of the Privy Council, who also serves as Secretary to the Cabinet and the Head of the Public Service.

Mandate and role

PCO serves Canada and Canadians by providing advice and support to the Prime Minister, portfolio ministers, and Cabinet.

PCO has three main roles:

1. Provide professional non-partisan advice to the Prime Minister, portfolio ministers, Cabinet and Cabinet committees on matters of national and international importance.
2. Support the smooth functioning of the Cabinet decision-making process and facilitate the implementation of the Government's agenda.
3. Foster a high-performing and accountable Public Service.

For more general information about PCO, see the "Supplementary information" section of this report.

For more information on the PCO's mandate commitments, see the ministers' mandate letters on the Prime Minister of Canada's website.[i]

Operating context: conditions affecting our work

The domestic and international contexts in which PCO works are changing constantly. There are emerging domestic and global economic and political trends that demand fast-paced responses to emerging issues with precision and thoroughness. PCO must be able to provide timely advice, and respond effectively and quickly to issues and policy challenges facing the Government and the country as they evolve.

As the organization supporting the Clerk in his role as the Head of the Public Service, PCO leads a professional, non-partisan, merit-based Public Service that provides continuity from one government to the next. The Clerk sets the priorities for the Public Service as a whole to deliver the Government's agenda, and works with senior leadership to ensure that the Public Service has the policy, management and human resources capacity it needs to deliver. High quality programs and services to and for Canadians must be designed and delivered in a manner that is consistent with public service values and ethics.

PCO is growing and evolving as an organization in order to better respond to the ever increasing complexity of this working environment.

To effectively deliver on its roles and responsibilities, PCO will:

- Provide advice and support that is timely, sound, evidence-based, and non-partisan;
- Respond with agility to issues that arise on a daily basis;
- Work in partnership with other departments and agencies to serve the Government; and
- Strive for professional excellence.

Key risks: things that could affect our ability to achieve our plans and results

Key risks

Risks	Risk response strategy	Link to the department's programs	Link to mandate letter commitments or to government-wide and departmental priorities
Risks to the Policy and Legislative Agenda *Description*: • International and domestic macroeconomic developments, direction changes in trade partner countries as well as global events (e.g., economic downturns, conflicts, and natural disasters) may impact Canada's revenue and expenditure and may require the Government to shift its priorities. • Changes in the political and public environments, and complex multi-stakeholder interests could result in delays in reaching consensus on reforms, implementing legislation and delivering programs by optimal timelines, and could result in cost over-runs.	PCO will provide relevant advice and leverage opportunities that arise by: • Monitoring domestic and international events, emerging issues, evolving political contexts, developments and trends that could affect Canada's interests and providing timely advice and monitoring progress against priorities; • Coordinating within PCO and across portfolio departments to identify legislative priorities and prepare advice for consideration by ministers, align resources to effectively and efficiently manage the legislative agenda and process; and • Leveraging expertise from other departments, partners, independent experts, the private sector and the public to ensure policy development includes diverse views and options, and produces high-quality results.	Program 1.1 Program 1.2 Program 1.3 Program 1.4	Priority 1: Support the Prime Minister and portfolio ministers in advancing the Government's priorities and delivering results for Canadians. Priority 2: Support the deliberations of Cabinet and its committees on key policy initiatives, coordinate policy planning and provide non-partisan advice.

Risks to delivering quality and timely service, advice and support. *Description*: • Increased workload and shorter timelines means an increasingly heavy burden on existing resources and expertise. • Demographic changes facing the leadership of the Public Service impact upon the ability of the Public Service to effectively serve Canadians.	PCO will diminish the impact of this risk on the workforce by: • Understanding and helping to manage cumulative change impacts for people, processes and technology to facilitate progress and a culture of continuous improvement.	Program 1.1 Program 1.2 Program 1.3 Program 1.4 Internal Services	Priority 1: Support the Prime Minister and portfolio ministers in advancing the Government's priorities and delivering results for Canadians. Priority 2: Support the deliberations of Cabinet and its committees on key policy initiatives, coordinate policy planning and provide non-partisan advice. Priority 3: Strengthen PCO's internal management practices.
Risks to Information Technology Infrastructure *Description*: • Aging systems and tools could threaten the required level of service delivery, accessibility to information and security for business practices at PCO. • Accidental or intentional dissemination of sensitive material may negatively impact Canada's interests.	PCO will continue modernizing Information Management and Technology by: • Upgrading PCO's IM/IT network systems and tools; • Providing information management expertise and leadership, including information architecture and client-focussed change management; and • Collaborating with key departments to support the effective implementation of government-wide initiatives in a compliant and coordinated manner, including GCDOCS, secure network connectivity, consolidation of data centres, open data and enterprise applications.	Program 1.1 Program 1.2 Program 1.3 Program 1.4 Internal Services	Priority 1: Support the Prime Minister and portfolio ministers in advancing the Government's priorities and delivering results for Canadians. Priority 2: Support the deliberations of Cabinet and its committees on key policy initiatives, coordinate policy planning and provide non-partisan advice. Priority 3: Strengthen PCO's internal management practices.
Risks to Security and Emergency Management *Description*: • Rapid response could result in security coordination gaps. • Emerging or rapidly evolving domestic and international developments could negatively affect Canada's interests. • Environment of unpredictability could result in ineffectual response.	PCO will provide timely information and high-quality assessments and policy advice by: • Engaging early with lead security agencies and actively promoting and providing fora to share critical information, and advise on security requirements, limitations and best practices across relevant departments and among allies; • Maintaining and enhancing measures for prevention (training, awareness), detection (surveillance, monitoring) and response (correction), particularly as they relate to cyber security; and • Regularly reviewing response plans and exercises with the	Program 1.1 Program 1.2 Program 1.3 Program 1.4 Internal Services	Priority 1: Support the Prime Minister and portfolio ministers in advancing the Government's priorities and delivering results for Canadians. Priority 2: Support the deliberations of Cabinet and its committees on key policy initiatives, coordinate policy planning and provide non-partisan advice.

	government's wider security and intelligence community, including to ensure increased coordination, interoperability, efficiency and effectiveness in response to crisis.		

The risks associated with the delivery of PCO's priorities in 2017–18 fall into the following four areas.

Risks to the Policy and Legislative Agenda

Constant change in political and economic conditions domestically and internationally means that PCO must ensure that advice and support on policy development are timely and effective in safeguarding Canada's interests. This can be challenging as PCO is expected to deliver expertise and support on a wide variety of areas while also managing the legislative agenda and parliamentary issues, and providing advice on machinery of government changes and Senate and Governor in Council appointments. PCO will mitigate risks to the policy and legislative agenda by monitoring emerging developments closely, coordinating efforts with identified partners and stakeholders, and aligning its resources to maintain a high quality of advice and support.

Risk to Delivering Timely and Quality Service, Advice and Support

Increased workloads and shorter timelines risk straining PCO's existing resources. The expertise, skills and competencies PCO requires to fulfill its roles and responsibilities are also changing. To address these challenges, PCO will maintain a culture of continuous improvement while exploring new ways of doing things to maximize effectiveness, and to manage change and strength capacity.

Risks to Information Technology Infrastructure

Aging technology, as well as the vulnerabilities of software and equipment, could impact PCO's security, service delivery, and access to information. Understanding that an effective information technology infrastructure is vital to its work, PCO will modernize its systems, regularly monitor the integrity of these systems, and ensure efficient and effective responses to system performance issues. PCO will also ensure that users are kept informed of how best to use systems and processes to ensure proper management of information.

Risks to Security and Emergency Management

Domestic and international events that could affect Canada's security interests require a rapid and effective response. In order to maintain an effective level of security for its physical spaces, people and assets while delivering its priorities, PCO will continue to monitor events, collaborate within the security community, and implement security policies, plans and procedures. PCO will

also take corrective measures as necessary while maintaining an appropriate level of training and awareness among employees.

Planned results: what we want to achieve this year and beyond

Programs

1.1: Advice and support to the Prime Minister and portfolio ministers

Description

PCO provides professional, non-partisan advice and support to the Prime Minister and portfolio ministers on the full spectrum of domestic and international issues they address on a daily basis. PCO also provides advice and support on: the structure and organization of government; government-wide communications; Governor in Council appointments; the development and implementation of parliamentary and legislative programs; the reform of democratic institutions; intergovernmental relations; and legal issues. In addition, PCO provides administrative advice and support pertaining to the budgets of the Prime Minister's Office and those of the offices of portfolio ministers.

Planning highlights

PCO will advise and support the Prime Minister and portfolio ministers on the planning and delivery of the Government's agenda. PCO will also monitor the implementation and evaluate the outcomes of priority initiatives, particularly those set out in the 2015 Speech from the Throne, the ministerial mandate letters, and the 2016 and 2017 budgets.

In 2017–18, PCO will devote significant resources to advise on and help advance the Government's priorities. These priorities include:

- Economic policies that foster innovation, skills development, and the growth of the middle class;
- Environmental policies that advance the Pan-Canadian Framework on Clean Growth and Climate Change;
- Diversity and inclusion policies that support the integration of immigrants and refugees; and
- Reconciliation initiatives with Indigenous Peoples, such as the National Inquiry into Missing and Murdered Indigenous Women and Girls.

PCO will also deliver advice and support to the Prime Minister and portfolio ministers in support of an international agenda focused on trade relations with emerging markets, increasing global

investment, promoting Canadian business abroad, and advancing core bilateral relationships, including the relationship between Canada and the United States.

In support of intergovernmental relations, PCO will organize bilateral and First Ministers Meetings with provinces and territories on key priority areas.

In support of the Prime Minister's role as Minister of Youth, PCO will help advance the work of the Prime Minister's Youth Council and support the development of a national youth policy.

PCO will provide the Prime Minister and Cabinet advice and support to maximize effective decision making on security, intelligence and coordination among law enforcement agencies. PCO will also collaborate with security agencies to support celebrations being held for Canada 150.

PCO will support, coordinate, and provide advice on the introduction and parliamentary passage of legislation introduced to deliver on the Government's mandate commitments. As well, PCO will provide policy analysis, advice and support to the Leader of the Government in the House of Commons and the Minister of Democratic Institutions so they can fulfill their respective mandate commitments. These commitments include: reforms for greater accountability; improvements to the Standing Orders; improvements to the funding and reporting processes of Parliament; the creation of a statutory parliamentary committee on national security; protection of the electoral process from cyber threats; transparency in fundraising for Cabinet members, party leaders and leadership candidates; support for a review of the *Access to Information Act*; and enhancements to electoral participation.

Within this program, PCO's areas of responsibility also include machinery of government advice and support to the Prime Minister on the structure and functioning of the government as a whole, and support for Governor in Council and Senate appointments processes. In 2017–18, PCO will prepare the instruments for delivering advice to the Prime Minister to make appointments that fall under his prerogative. This will include the succession of the Governor General and several Lieutenant Governors.

PCO will also coordinate communications activities of the Government's priorities and facilitate public opinion research and public consultation activities across government.

For more information on this program and how PCO will deliver advice and support to the Prime Minister and portfolio ministers in 2017–18, visit the PCO website.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual Results	2014–15 Actual results	2015–16 Actual results
PCO advice enables the Government to achieve its legislative, policy and management agendas.	The Prime Minister and portfolio ministers are fully supported in carrying out their respective responsibilities.	Target not applicable.	March 31, 2018	PCO provided the Government with effective, high-quality advice and support to ensure that the Prime Minister and portfolio ministers were fully able to carry out their respective responsibilities. 551 Governor in Council appointments in 2013–14. PCO successfully coordinated the government-wide implementation of Economic Action Plan (EAP) 2013 initiatives, through the formulation of EAP 2014, and the extent of legislation successfully receiving Royal Assent in Parliament.	PCO provided the Government with effective, high-quality advice and support to ensure that the Prime Minister and portfolio ministers were fully able to carry out their respective responsibilities. 599 Governor in Council appointments in 2014–15. PCO successfully provided advice and support that enabled the government-wide implementation of Budget 2014, and the extent of legislation that received Royal Assent in Parliament.	PCO provided the Government with effective, high-quality, advice and support to ensure that the Prime Minister and portfolio ministers were fully able to carry out their respective responsibilities. 403 Governor in Council appointments in 2015–16. PCO delivered advice and supported and coordinated on: the legislative, policy and government administration agendas of two prime ministers in fiscal year 2015–16; the government-wide transition exercise for the October 2015 federal election, e.g., briefing the new Prime Minister.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
76,934,405	76,934,405	76,217,030	75,960,027

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
540	539	540

Information on PCO's lower-level programs is available on the department's website and in the TBS InfoBase.[ii]

1.2: Advice and support to Cabinet and Cabinet committees

Description

PCO supports the efficient and effective functioning of Cabinet and Cabinet committees on a day-to-day basis. As part of this work, PCO coordinates: departmental policy; legislative and government administration proposals going to Cabinet and its committees; performs a challenge function during the policy development process; and prepares briefing materials and accompanying policy analysis to facilitate Cabinet's decision-making process. PCO also provides a secretariat function for Cabinet and its committees, which includes scheduling and support services for meetings, as well as preparation and distribution of Cabinet documents. In addition, PCO supports effective policy integration across the federal government so that proposals take into account the full range of departmental and Public Service-wide perspectives and issues related to implementation, such as communications, parliamentary affairs, intergovernmental relations and fiscal impacts.

Planning highlights

PCO will coordinate the operation of Cabinet and various Cabinet committees by providing advice and support on the full spectrum of policy, legislative and government administration priorities of Cabinet and Cabinet committees. This will be done with a focus on collaboration, implementation and long-term results for Canadians. PCO will also manage integration across the federal government of the Government's agenda and major government-wide initiatives.

To support the advancement of major policy priorities, PCO will collaborate closely with departments and agencies to provide timely, comprehensive, and expert advice for the consideration of Cabinet and Cabinet committees. This will include advice on statutes, Orders in Council, the common law and the Constitution as they relate to the confidences of the Queen's Privy Council for Canada.

In 2017–18, PCO will implement E-Cabinet, and provide training and support on the new system to all ministers and deputy ministers. As well, PCO will continue to manage quality control and timely distribution of Cabinet documents in an appropriately secure manner.

PCO will provide support and policy coordination for deputy minister-level meetings and for deputy minister committees that cover specific policy areas. As part of this role, PCO will lead a medium-term planning process across government to develop policy proposals for a range of emerging global and national trends.

For more information on this program and how PCO will support Cabinet and Cabinet committees in 2017–18, please visit the PCO website.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
The functioning and integrity of the Cabinet decision-making process are maintained.	Cabinet and Cabinet committees are provided with timely support to enable decision making. • Number of meetings of Cabinet and Cabinet committees • Number of Cabinet documents produced	Target not applicable.	March 31, 2018	A total of 116 meetings of Cabinet and Cabinet committees were organized.	A total of 130 meetings of Cabinet and Cabinet committees were organized.	A total of 109 meetings of Cabinet and Cabinet committees were organized.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
14,511,298	14,511,298	14,178,919	14,050,348

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
115	114	114

Information on PCO's lower-level programs is available on the department's website and in the TBS InfoBase.[iii]

1.3: Public Service leadership and direction

Description

PCO supports the development and maintenance of a high-quality Public Service that meets the highest standards of accountability, transparency and efficiency. As part of this work, PCO provides advice to the Clerk of the Privy Council and the Prime Minister on the renewal of the Public Service and government operations, in order to position the Public Service workforce and workplace for the future as more adaptable, innovative and streamlined. PCO also supports the human resources management of senior leaders across the government, including performance management and leadership development.

Planning highlights

PCO will support the Clerk and Deputy Clerk as they engage the Public Service and promote workplace culture in their outreach activities with public servants, partners and the media.

PCO will lead the development of the Clerk's *Annual Report to the Prime Minister on the Public Service of Canada*. PCO will also provide strategic guidance and coordination of horizontal initiatives, and support the Clerk in taking meaningful steps to realize the Blueprint 2020 vision and enhance the capabilities of the Public Service.

PCO will support the work of the senior-level committees. This support will be focused on advancing the renewal agenda for the Public Service, and other system-wide proposals to improve efficiency and effectiveness.

For more information on this program and how PCO will deliver Public Service leadership and direction in 2017–18, please visit the PCO website.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
The Public Service has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda.	The Public Service is engaged in renewal and business transformation activities which advance the vision of the Public Service set out in Blueprint 2020.	Targets not applicable	March 31, 2018	Public Service engagement in renewal and business transformation activities was reported in the Clerk's *Twenty-First Annual Report to the Prime Minister on the Public Service of Canada*. Over 110,000 public servants are reported to have participated in Blueprint 2020 activities. Over 100 departments and organizations completed reports highlighting their Blueprint 2020 engagement activities, which were subsequently posted on GCPedia.	Public Service engagement in renewal and business transformation activities was reported in the Clerk's *Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada*. Public servants participated in activities in support of Blueprint 2020. The Central Innovation Hub, launched in 2014–15, was created at PCO under the leadership of the Clerk.	Public Service engagement in renewal and business transformation activities was reported in the Clerk's *Twenty-Third Annual Report to the Prime Minister on the Public Service of Canada*. PCO supported the Clerk and the Deputy Clerk in extensive engagement events on renewal and transformation. The Blueprint 2020 National Secretariat was integrated into PCO in July 2015. PCO advised on activities aimed at engaging public servants (e.g., first inter-departmental innovation fair, weekly calls by the Champion for Blueprint 2020).

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
4,807,034	4,807,034	4,807,244	3,558,202

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
31	31	24

Information on PCO's lower-level programs is available on the department's website and in the TBS InfoBase.[iv]

1.4: Commissions of inquiry

Description

PCO provides commissions of inquiry with financial and administrative support. As part of this work, PCO can, when necessary, provide ongoing administrative advice and support in the following areas: staffing; acquisition services; contracting; financial services; access to funding; records management; payroll support; publishing information online; translation; legal services; security; and systems support.

Planning highlights

PCO will provide the necessary corporate support to help ensure that the National Inquiry into Missing and Murdered Indigenous Women and Girls operates efficiently and achieves its mandate.

Although no other commissions of inquiry are planned for 2017–18, PCO will provide any other commissions of inquiry that are established with the financial and administrative support necessary to fulfill their respective mandates.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Commissions of inquiry receive required resources as well as advice and guidance on financial and administrative matters.	Commissions of inquiry have received appropriate resources as well as the necessary services, advice and guidance in a timely manner.	Target not applicable	March 31, 2018 (or upon completion of the mandate of the Commission)	Not Applicable.[Ŧ]	Not Applicable.[Ŧ]	Not Applicable.[Ŧ]

[Ŧ] No commissions of inquiry were planned or undertaken during the fiscal year.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 *Planned spending	2018–19 *Planned spending	2019–20 Planned spending
0	34,147,019	14,011,332	0

*Planned spending amounts for Commissions of inquiry are subject to parliamentary approval.

Human resources (full-time equivalents)

2017–18 *Planned full-time equivalents	2018–19 *Planned full-time equivalents	2019–20 Planned full-time equivalents
65	43	0

*Planned full-time equivalents for Commissions of inquiry are subject to parliamentary approval.

Information on PCO's lower-level programs is available on the department's website and in the TBS InfoBase.[v]

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

Within PCO, the following activities are planned for the organization in fiscal year 2017–18:

- Support compliance with government-wide initiatives to advance Information Management (IM) and Information Technology (IT) priorities and policies, and enhance IT security. It will also support the implementation of GC DOCS.
- Implement My Government of Canada Human Resources (MyGCHR) designed to standardize the people management system for the Public Service.
- Implement the Mental Health Strategy and Action Plan developed in 2016–17 which provides a framework to foster employee health, safety and overall well-being.
- Transform the departmental culture into one in which security is integrated into day-to-day decision making and business functions. This will strengthen PCO's ability to prepare and respond to current and emerging events with a view to improving readiness.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
48,621,818	51,594,601	46,133,298	45,875,743

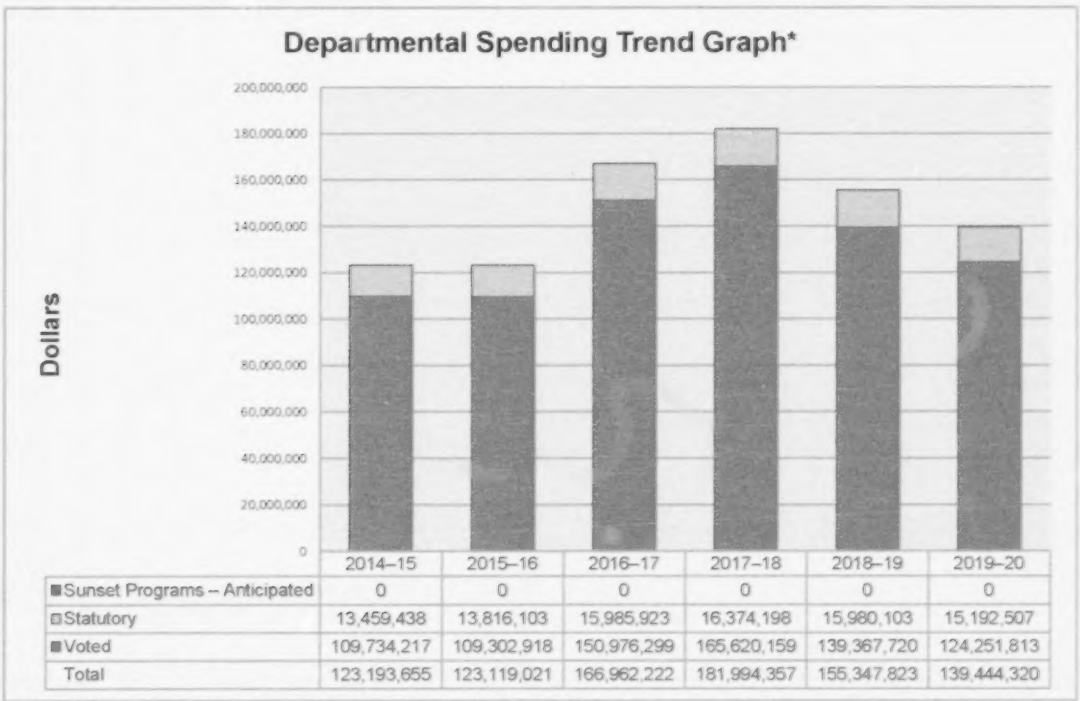
Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
295	295	295

Spending and human resources

Planned spending

Departmental Spending Trend Graph



	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	13,459,438	13,816,103	15,985,923	16,374,198	15,980,103	15,192,507
Voted	109,734,217	109,302,918	150,976,299	165,620,159	139,367,720	124,251,813
Total	123,193,655	123,119,021	166,962,222	181,994,357	155,347,823	139,444,320

*Planned spending amounts for 2017–18 and 2018–19 include amounts for Commissions of Inquiry which are subject to parliamentary approval.

The graph above illustrates PCO's spending trend over a six-year period (2014–15 to 2019–20).

Fiscal years 2014–15 to 2015–16 reflect the department's actual expenditures as reported in the Public Accounts, while 2016-17 represents the forecast for the current fiscal year. Fiscal years 2017–18 to 2019–20 represent planned spending.

While there was a minor decrease during the first two years shown, spending is forecasted to increase by $43.8 million in 2016–17, and by an additional $15.0 million in 2017–18. These forecasted and planned increases are primarily due to:

- Increased spending to support the National Inquiry into Missing and Murdered Indigenous Women and Girls; and
- Increased spending related to continuing Budget 2016 activities that will enhance PCO's internal capacity, strengthen security, and investment in infrastructure.

Spending is expected to decrease in 2019–20. This decrease is mainly due to the sunsetting of funds in 2018–19 related to the National Inquiry into Missing and Murdered Indigenous Women and Girls and the Central Innovation Hub.

For more information about these variances, please see the analysis provided in the Planned Expenditures section.

Budgetary planning summary for Programs and Internal Services (dollars)

Programs and Internal Services	2014–15 Expenditures	2015–16 Expenditures	2016–17 Forecast spending	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
1.1 Advice and support to the Prime Minister and portfolio ministers.	63,488,309	64,371,121	77,222,393	76,934,405	76,934,405	76,217,030	75,960,027
1.2 Advice and support to Cabinet and Cabinet committees.	13,636,584	13,338,225	13,672,847	14,511,298	14,511,298	14,178,919	14,050,348
1.3 Public Service leadership and direction.	2,748,542	3,417,213	4,546,521	4,807,034	4,807,034	4,807,244	3,558,202
1.4 Commissions of Inquiry*	0	0	5,194,378	0	34,147,019	14,011,332	0
Subtotal	**79,873,435**	**81,126,559**	**100,636,139**	**96,252,737**	**130,399,756**	**109,214,525**	**93,568,577**
Internal Services	43,320,220	41,992,462	66,326,083	48,621,818	51,594,601	46,133,298	45,875,743
Total	**123,193,655**	**123,119,021**	**166,962,222**	**144,874,555**	**181,994,357**	**155,347,823**	**139,444,320**

*Planned spending amounts for Commissions of Inquiry are subject to parliamentary approval.

2014–15 actuals versus 2015–16 actuals

Departmental spending in 2015–16 was very similar to 2014–15.

2016–17 forecast versus 2015–16 actuals

PCO anticipates that its departmental spending in 2016–17 will be $43.8 million higher than its actual spending in 2015–16 due to responsibilities related to:

- Supporting the Prime Minister's role as Minister of Youth with the creation of the Youth Secretariat;
- Increasing federal government engagement with the provinces and territories;
- Creating a new unit within PCO to provide advice and direction on program results and delivery;
- Increasing support for open, transparent and merit-based Governor in Council Appointments;

- Strengthening security and making required investments to update and modernize buildings;
- Enhancing PCO's overall communications approach and operational support for the development of the E-Cabinet initiative; and
- Modernizing the information technology infrastructure to efficiently support activities and improve performance.

Other increased spending is related to engagement activities on electoral reform and support of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

These increases are partially offset by the following decreases:

- The sunsetting of funds in 2016–17 for the Canadian Secretariat to the Canada-U.S. Regulatory Cooperation Council, the Beyond the Border Action Plan, the Office of the Special Advisor on Human Smuggling, and the coordination of government-wide communications for Canada's Economic Action Plan; and
- Salary-related costs such as severance pay and separation pay due to 2015–16 being a transition year.

Planned human resources

Human resources planning summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Full-time equivalents	2015–16 Full-time equivalents	2016–17 Forecast full-time equivalents	2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
1.1 Advice and support to the Prime Minister and portfolio ministers.	484	461	526	540	539	540
1.2 Advice and support to Cabinet and Cabinet committees.	102	104	99	115	114	114
1.3 Public Service leadership and direction.	17	28	31	31	31	24
1.4 Commissions of Inquiry*	0	0	10	65	43	0
Subtotal	**603**	**593**	**666**	**751**	**727**	**678**
Internal Services	281	279	301	295	295	295
Total	**884**	**872**	**967**	**1,046**	**1,022**	**973**

*Planned full-time equivalents for Commissions of Inquiry are subject to parliamentary approval.

Explanations for changes in full-time equivalents by year are in line with the explanations provided for variances in the departmental spending profile.

Estimates by vote

For information on the PCO's organizational appropriations, consult the 2017–18 Main Estimates.[vi]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of PCO's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on PCO's website.

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2018 (dollars)

Financial information	2016–17 Forecast results	2017–18 Planned results	Difference (2017–18 Planned results minus 2016–17 Forecast results)
Total expenses	181,702,459	202,747,994	21,045,535
Total revenues	91,427	87,481	(3,946)
Net cost of operations before government funding and transfers	181,611,032	202,660,513	21,049,481

The net cost of operations before government funding and transfers for the 2017–18 Planned results is expected to increase by $21,049,481 when compared to the net cost of operations before government funding and transfers for the 2016–17 Forecast results. This increase is mostly explained by:

- An increase for the National Inquiry into Missing and Murdered Indigenous Women and Girls;
- An increase in the inventory related to PCO's information technology modernization project in 2016–17 compared to 2017–18;
- Less reallocations from expenses to capital assets as work-in-progress for informatics, accommodation and security projects;
- An increase for the Prime Minister's Office (PMO) and minister's offices which is attributable to less spending in the 2016–17 fiscal year;

- An increase in spending for salary-related costs such as severance and separation pay;
- An increase in services provided without charge (e.g. the costs for accommodation and the employer's contribution to the health and dental insurance plans);
- The creation of a new non-partisan, merit-based Senate appointment process; and
- More spending related to contributions to employee benefit plans (EBP).

These increases are partially offset by:

- Less spending for Budget 2016 initiatives which include PCO's information technology modernization project, increased capacity, security, and electoral reform;
- A net change in the non-appropriated accounts such as provision of severance pay, provision of vacation pay and compensatory leaves, amortization of capital assets and loss on disposal related to tangible capital assets; and
- The sunsetting of funds related to the Beyond the Border Action Plan and the Office of the Special Advisor on Human Smuggling and Illegal Migration.

Supplementary information

Corporate information

Organizational profile

Appropriate minister(s): The Right Honourable Justin Trudeau, Prime Minister of Canada

Institutional head: Michael Wernick, Clerk of the Privy Council and Secretary to the Cabinet

Ministerial portfolio: Privy Council Office

Enabling instrument(s): Order in Council P.C. 1940-1121

Year of incorporation / commencement: 1867

Reporting framework

The Privy Council Office's Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:

A. **Strategic Outcome:** The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.

B. **PAA**

1.1 Program: Advice and support to the Prime Minister and portfolio ministers

- 1.1.1 Sub-Program: Issues, policies, machinery, communications and appointments
- 1.1.2 Sub-Program: International affairs and national security
- 1.1.3 Sub-Program: Intergovernmental affairs
- 1.1.4 Sub-Program: Legislation, parliamentary issues and democratic reform
- 1.1.5 Sub-Program: Offices of the Prime Minister and portfolio ministers

1.2 Program: Advice and support to Cabinet and Cabinet committees

- 1.2.1 Sub-Program: Operation of Cabinet committees
- 1.2.2 Sub-Program: Integration across the federal government

1.3 Program: Public Service leadership and direction

- 1.3.1 Sub-Program: Business transformation and Public Service renewal
- 1.3.2 Sub-Program: Management of senior leaders

1.4 Program: Commissions of inquiry

Internal Services

Supporting information on lower-level programs

Supporting information on lower-level programs is available on the PCO's website and in the TBS InfoBase.[vii]

Supplementary information tables

The following supplementary information tables are available on PCO's website.

- Disclosure of transfer payment programs under $5 million
- Upcoming evaluations over the next five fiscal years
- Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[viii] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

General Enquiries

Room 1000, 85 Sparks Street
Ottawa, Ontario
Canada
K1A 0A3
Telephone: (613) 957-5153 (9:00 a.m. to 5:00 p.m. EST)
TTY: (613) 957-5741
Fax: (613) 957-5043
Email: info@pco-bcp.gc.ca

Privy Council Office - Website
http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=index

Clerk of the Privy Council – Website
http://www.clerk.gc.ca/eng/index.asp

Clerk of the Privy Council – Twitter Account
http://twitter.com/Clerk_GC
Tweet to @Clerk_GC

Appendix: Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g., by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

Performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities (priorité)

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. The Ministers' mandate letters, http://pm.gc.ca/eng/mandate-letters
ii. TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
iii. TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
iv. TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
v. TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
vi. 2017–18 Main Estimates, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp
vii. TBS InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
viii. Report on Federal Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp